SYNOPSIS

WORK-LIFE BALANCE AMONG WOMEN IN INDIA WITH SPECIAL REFERENCE TO AGRA AND NATIONAL CAPITAL REGION (NCR)

SUBMITTED TO
DAYALBAGH EDUCATIONAL INSTITUTE
FOR THE AWARD OF DEGREE OF
DOCTOR OF PHILOSOPHY

Supervisor:
Dr. SHALINI NIGAM
Department of Management
Faculty of Social Sciences

Dean & Head:
PROF. SANJEEV SWAMI
Department of Management
Faculty of Social Sciences

Submitted by:
NEELNI GIRI GOSWAMI
DEPARTMENT OF MANAGEMENT
FACULTY OF SOCIAL SCIENCES
DAYALBAGH EDUCATIONAL INSTITUTE

Work-Life Balance Among Women In India With Special Reference To Agra And National Capital Region (NCR)

1. INTRODUCTION

Throughout history, work and life were basically integrated. Life activities like public involvement, child care, and elder care happened together with the work. Work-Life Balance is not a new concept it has evolved over time. Anne-Marie Slaughter, most recently known for her controversial piece, 'why women still can not have it all' forced a discussion among the corporate, political educational circles about how much and when women can balance their personal lives with their careers. Speaking at Harvard Business School she inspired an evaluation of how much a balance between the personal and professional realm sofa woman's life stages can be struck by prioritizing different goals through different life stages. First and foremost, women need to seize control of and inject the envisioned changes themselves at the workplace and at home. Women need to find their seat at the table and assert themselves instead of self-constructing glass ceiling that cause their professional ascent to fade into yesteryear oblivion. Second, female leaders also need to unabashedly rely upon their family as an asset (www.hindustantimes.com).

In a broader sense Work-Life Balance can be described as the 'fit' between multiple roles in a person's life (McCartney 2002). The fundamental theory behind the concept of Work-Life Balance is that individuals have varying and sometimes mutually exclusive demands on them due to the roles that they play in the different facets of their lives for example, mother versus worker (Ford et al. 2007).

Some would say it is the need of all individuals to achieve and maintain the balance between their paid work and their life outside of work (Lockett 2008). Work-Life Balance is not 'one single ultimate experience' but a series of individual experiences unfolding over time (www.essay.uk.com).

For working women balancing a challenging career with life outside work is a complex task. Working women have to maintain a balance between family, career, health and society. In the current scenario it is very important that what place a woman is holding in

the society. There is no single model that is right for everyone and no single approach is right for anyone for their whole life (businessballs.com).

Women in India have struggled to establish an identity and create a space for themselves in their workplace. The biggest worry of modern times is that women have more time saving devices but less time. Women are very stressed by life which seems to keep speeding up on them. They work longer hours and take less holidays. They are sadder than ever before. They are more contactable than ever before, often interrupted during family dinners or other important events by a mobile phone ring (Chakravarty 2000). Like a kaleidoscope that produces changing patterns when the tube is rotated and its glass chips fall into new arrangements women shift the pattern of their careers by rotating different aspects of their lives to arrange their roles and relationships in new ways. More women are now looking flexibility in their work lives and are willing to sacrifice more in order to take care of their home lives. Perhaps this is a sign that women no longer feel as if they have to "do it all" the career, the husband, the kids and are willing to make some tough choices that result in sacrifices in one area of their lives. On the other hand, may be this is a sign of gender roles at home regressing to previous norms where women were expected to be the caregivers and men were expected to work. Today's women are mostly in full time services and are working 8 hours per day and 5 days in a week minimum and are confronted by increasing workload every day. So, most of them carry work and responsibilities to home but balancing between these two complex situations in the present day fast life requires talent, tact, skills and cautions (Lisa A. Mainiero and Sherry E. Sullivan 2005).

In the traditional society, women's role was naturally limited to the family. Since she was the bearer of children, she was fully occupied with her responsibilities as a mother and homemaker. This was no small feat, since the traditional household may be described as both a production and a consumption unit. Man's responsibility was to provide the household with raw materials, which were then converted by the woman into consumable products or conditions by means of rudimentary methods and tools (Rajasekhar 2013). Work-Life Balance, is not just about women juggling a home and family-although that is certainly an important part of it. That is also about adjusting working patterns so that everyone, regardless of age, race or gender, can find a rhythm that enables them more

easily to combine work with their other responsibilities or aspirations (Department for Education and Employment 2000). Life is a balancing act, and it is safe to say that in current fast paced society everyone is constantly looking for the right Work-Life Balance. It is imperative to find the true meaning of Work-Life Balance. Indian women belonging to all classes have entered into paid occupations due to rise in education level.

2. REVIEW OF LITERATURE

2.1. Work-Life Balance

J. Redmond et al. (2006) preferred 'Work-Life Balance' due to the fact that it encompasses the experiences and need of parents and non-parents alike, and are a more progressive theoretical framework in which to think about new ways of living and working that are satisfactory to all. In practice, it involves "adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations" (Pillinger 2001: 1).

Supriya (2010) have highlighted Work-Life Balance across genders and found that both men and women are experiencing work life imbalance. Though after Liberalization, many Indian organizations have been introducing various Work-Life Balance practices like flexi times, part time work, and provision for child care facilities which are facilitated in various developed countries it is found that imbalance still exist among men and women in every organization. Kadam (2012) defines Work-Life Balance is a subject, in which increasing interest in academic literature, legislation and public discloser. Work-Life Balance is a broad concept including proper prioritizing between 'Work' such as career and ambition, on the other hand and 'Life' such as health, pleasure, leisure, family and spiritual development. Work-Life Balance means, meaningful daily achievement and enjoyment in each of four life quadrants work, family, friend and self. The expression Work-Life Balance was first used in the United Kingdom in the late 1970s to describe the balance between an individual's work and personal life. In the United States, Work-Life Balance was first used in 1986.

Pandey (2012) defines Work-Life Balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Companies HR People are finding the innovative ideas to get the win-win situation. Effective Work-Life Balance policies are

valuable to business and organizations for a number of reasons including reduced staff turnover rates, becoming a good employer or an employee of choice, increased return on investment in training as employees stay longer, reduced absenteeism and sick leave, improved morale or satisfaction, greater staff loyalty and commitment and improved productivity. An employee with better Work-Life Balance will contribute more meaningfully towards the organizational growth and success.

Padma et al. (2013) defines the term Work-Life Balance (WLB) is attracted by all including the individuals and Corporate all over the world. Though many have proposed various definitions, there is no accepted definition for this term. WLB is defined as a satisfactory level of involvement between the multiple roles of a person's life. It is a person's control over the responsibilities between their workplace, family, friends and self. It is a comfortable state of equilibrium achieved between an employee's primary priorities at their work place and at their private life. There are various people like family members, friends, supervisors, peer group and others involved in every person's life. The support gained from them will play a key role in leading a comfortable life journey.

On the basis of above literature researcher concludes that the Work-Life Balance is not just to have a balance between work and life but it is an appropriate mix of all the roles played by working women from typical housewives to successful corporate leaders.

2.2. Work-Life Balance among Working Women

Campbell et al. (1994) study results revealed that women with children were significantly lower in occupational commitment relative to women without children. Contrary to expectation, women with younger children outperformed women with older children. Samuel and Vivienne (1996) studies revealed that women balance their work and family identity by trading-off one role for the other. In contrast, men are able to simultaneously identify with work and family roles. Carmen K. Fu and Margaret A. Shaffer (2001) have examined the influence of family and work specific determinants of multiple forms of family interference with work and work interference with family conflict and found that parental demands and hours spent on household work were important determinants of FIW conflict and that role conflict, role overload and hours spent on paid work influenced WIF conflicts. Spouse support and superior support and domestic support were played moderate effect on work life conflict. A components approach to Work-Life

Balance emphasizes balance as a direct formative latent construct (Edwards and Bagozzi 2000) which means that work family balance consists of multiple facets that precede balance and give meaning to it (Grzywacz and Carlson 2007). For example, according to Greenhaus et al. (2003) work-family balance consists of time balance, involvement balance, and satisfaction balance. According to Frone (2003) in turn, work-family balance consists of work-family conflict and work-family facilitation (corresponding with role conflict and enhancement, respectively). The advantage of the components approach over the overall appraisals approach to Work-Life Balance is that one can use conceptually based measures of balance that tap into the different aspects of Work-Life Balance. These aspects form the overall evaluation of how well an individual is meeting role-related responsibilities (Grzywacz and Carlson 2007).

Hyman and Summers (2004) classified seven major problems which are associated with current practices over Work-Life Balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies, policies are primarily to meet business needs rather than those of employees. There is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life, domestic responsibilities are still conducted primarily by women irrespective of their employment status.

Elizabeth et al. (2005) investigated the influence of gender and tenure status in balancing parenthood and career and results revealed that women reported greater career and family stress and perceptions of less institutional support for balance of work and family as compared to men. Luo Lu, Gilmour, Kao and Huang (2006) in their cross-cultural study of work–family demands, WFC and well-being, compared and contrasted employees from an individualistic (UK) and a collectivist (Taiwanese) society and found that for the British, there was a stronger positive relation between workload and WFC, as well as a stronger positive relation between sharing household chores and FWC than that for the Taiwanese.

Based on the research of (Thompson & Prottas 2006) as cited in (Cleveland et al. 2007) minimizing voluntary turnover will translate to lower costs in training and recruitment, and will cultivate a vast pool of managers with more years of experience who can be

groomed to be the next tier of future hotel leaders. Moreover, the (Cleveland et al. 2007) suggested that there is a trickle-down effect on the hourly employees when managerial stress and health-related problems are addressed, because the overall workplace climate may improve and this can be done via rolling out strategic programmes with the use of technology. The tourism industry is also haunted with the concept of presenteeism, which does not lead to the achievement of Work-Life Balance (McLaughlin 2006). Cooper as cited in (Deery, Jago & Stewart 2008) suggested that presenteeism is 'an overwhelming need to put in more hours or, at the very least, appear to be working very long hours'. If hotels were to promote closing the gap between work-life conflicts and Work-Life Balance, it must exert efforts within its human resources spectrum to minimize presenteeism. In relation to this, Doherty (2004) examined Work-Life Balance for women in the hospitality industry and discovered that the principal deterrents to these women from exploring career advancement opportunities are the very long hours and the lack of flexibility.

Krishna Reddy et al. (2010) found that the number of hours worked per week, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and an inhospitable work culture increases the likelihood of women employees to experience conflict between their work and family roles. Rincy and Panchanatham (2011) revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs. Santhi and Sunder (2012) found that supporting environment in the organization, provision of welfare measures play a primary role and alternative working time, child care and recreation play the secondary role in balancing work and personal life.

2.3. Job Satisfaction

According to Okpara (2004) job satisfaction in the IT sector can be predicted from personal variables, but not all variables contributed to the same degree of satisfaction. The findings of this study did not reveal clear gender differences in overall job satisfaction. Sex, age and Job satisfaction studies, relating to sex and job satisfaction have reported inconsistent results. Studies indicating higher job satisfaction among women argue that women, compared to men, have lower expectations of the benefits they could

receive from the labour market (Clarke 1997). On the other hand, other studies have shown that professional men have more job satisfaction those professional women (Chiu 1998). The reason may have equal expectations from their jobs but their expectorations are belied. Research also shows that younger workers are consistently less satisfied with their jobs than older workers (Hall, 1994; Schultz, 1973). Younger workers might have objectively poorer jobs than older employees but they also have higher expectations for their jobs that may lead to lower job satisfaction (Hall 1994).

On the basis of above literature researcher found that since 1986 the concept Work-Life Balance came into picture but working women are trying to manage both work and life till today. They have to perform many responsibilities due to which they are unable to handle the pressure of dual roles and work life imbalance creates in their lives.

Table 1: Tabular Summary of Literature Review

Paper Author					Research Approach						Scenario				
	Life Variables	Work Variables	Personal Variables	Social Variables	DESCRIPTIVE	CASE	CONCEPTUAL	PHENOMENOLOGICAL APPROACH	ANALYTICAL	EMPIRICAL	NATIONAL	INTERNATIONAL	QUALITATIVE	QUANTITATIVE	Relevance of article/paper/reports/thesis
Dohrenwend & Dohrenwend, 1981; Phelan et al., 1991; Rabkin, 1982			√												Studied the life stress and illness and formulation of the issues.
Boas Shamir, I. S. (1985)	√	√					√					√	√		The paper examines the work-at-home option in the light of current theories and knowledge of organizational behavior and the quality of working life. It covers a wide range of quality of work life aspects following several theoreticians.
Googins and Burden (1987)	√														This study was on vulnerability of working parents in balancing work and home roles.
Lewis and Cooper, 1987; 1988	√														This study focuses on stress in dual earner families.

Ramu, 1989; Wesley, Muthuswamy & Darling, 2009	√														This paper studied the role of Indian husbands.
Phelan et al. (1991)	√	√	√			frone									Studied work stress, family stress and depression in professional and managerial employees.
Samuel and Vivienne (1996)	√	√													Studied the Work-Life Balance of women among various roles.
Gordon and Whelan (1998)			√												This study focuses on the age requirements of women employees.
Eastmen, 1998; Feldman, 2002; Ng et al., 2007		√													This study had been carried out regarding time management in the western countries.
Moen and Yu (2000)															This study focuses on effective work/life strategies for working couples.
Carmen K. Fu and Margaret A. Shaffer (2001)	√	√													It examined the influence of family and work specific determinants.
Fagan & Burchell (2002)	√														This study focuses on gender, their jobs and working conditions in the European Union.

Charles & Grusky, 2004; Hakim, 2004a; Jacobs & Gerson, 2004		√													Study the difference of family-friendly policies on gender equality.
Doherty (2004)		√													Examined Work-Life Balance for women in the hospitality industry and discovered that the principal deterrents to these women.
Hyman and Summers (2004)	√	√													Classified seven major problems which are associated with current practices over Work-Life Balance.
Okpara (2004)	√	√	√												Predicted the contribution of certain variables to degree of satisfaction.
Elizabeth et.al (2005)	√	√													It investigated the influence of gender and tenure status in balancing parenthood and career.
Luo Lu, Gilmour, Kao and Huang (2006)	√	√													Compared and contrasted employees from an individualistic (UK) and a collectivist (Taiwanese) society.
J. Redmond et al. (2006)	√	√								√		√		√	This study support and inform policymakers and employers who are considering introducing measures to make the workplace more supportive of their workers' need to balance employment commitments with family life.

Cleveland et al. (2007)		√	√												Studied the effect of certain variables on hourly employees.
Bergman et al. (2008)		√													A study on gender differences in workload among professionals.
Krishna Reddy et al. (2010)		√		√											It studied the factors increases the likelihood of women employees to experience conflict between their work and family roles.
Niharika and Supriya (2010)	√	√													The paper highlighted Work-Life Balance across genders.
J. Rantanen et al. (2011)	√	√								√		√		√	This study introduces a typology of Work-Life Balance based on the synthesis of the presented theoretical foundation.
Rincy and Panchanatham (2011)		√	√												This study identified major factors causing imbalance in work and personal life of women entrepreneurs.
Chandra, V. (2012)	√						√				√		√		The purpose of this study is to compare and contrast eastern and western perspectives on Work–Life Balance (WLB).
Kadam (2012)	√	√	√							√	√			√	The purpose of the study is to know the general opinion of the women bus conductor towards their personal and work life.

Santhi and Sunder (2012)	√	√													It studied the factors playing primary roles and secondary roles in balancing work and personal life.
Kumari K Thriveni et al. (2012)			√												Studied relationship between the demographic variables and perception of Work-Life Balance of women employees.
Padma et al. (2013)	√	√	√	√						√	√			√	The study aimed to find the impact of family support on Work-Life Balance. Children age categories, elder parents/in-laws health care on Work-Life Balance of women employees are also included in the study.
Singh, S. (2013)							√				√		√		The purpose of this paper is to review the existing literature on Work-Life Balance with the identification and description of Work-Life Balance with number of sections.
Buddhapriya	√														This study focuses on challenges decision related to work and family.

3. STATEMENT OF THE PROBLEM

The Indian scenario has been changing drastically due to globalization, high degree of competition and work culture of organization. Today working women in India are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitment to homes. Working women are juggling between multiple responsibilities at work, heavy meeting schedules, business trips, in managing the daily routine responsibilities of life and home. The changing phenomenon increasing anxiety among working women where they have to manage the chucks of their family and work and need to strike a balance between their work life and the personal life. Many women are torn between these seemingly incompatible commitments to work and family.

4. NEED OF THE STUDY

Before 1950, few women participated in work outside the home. Most of the women were uneducated, and among the educated, majority did not engage in work outside home, and those who did, were mostly concentrated in nursing, elementary school teaching, and other traditional female occupations. Few women in the profession held position, power and authority in the workplace. By the dawn of the twenty first century, the scenario of India has changed radically (Claramma 2007). The number of working women is on the rise and they are making substantial progress towards equivalence with men. Women established an identity of their own and created a space for them in education and work sphere. Educational institutions started training women to enter new arenas enabling them to move away from traditional roles. Families began expecting women not only to continue with higher education, but also to pursue any interest they may have in the profession. Naturally, after spending so many years in education and obtaining professional degrees, they became interested in using the knowledge acquired productively. As a result, modern Indian women have made inroads into different professions that were unthinkable for women in the past. The number of women in the jobs is increasing and they are making substantial progress toward parity with men. Indian women in the modern era are well educated, high on proficiency and skills. The reason for this state of affairs can be attributed to the changes in the socio-cultural set up.

Families also accepting working women and, parents have started exploring career options for their daughters and want their daughters to be successful in their careers. Husbands also allowed their wives to work after marriage as it is hard to survive on one's income in the changing economic scenario. The winds of change have touched them in their career roles, but they remain untouched in their domestic roles.

A problem with the Work-Life Balance has been identified among working women in NCR and Agra region. Hence, to analyze this problem and to find better solutions by developing new social, psychological, economic and cultural indicators to measure the issues of Work-Life Balance creates impetus for the present study. Another gap identified by the researcher that no such study has been conducted in these regions together with large sample size so far. The literature available on Work-Life Balance among Indian women is scanty and not organized for NCR and Agra region. Thus, the need arises to have a comprehensive study of working women in these regions. Both qualitative and quantitative approaches will be used for better understanding of the variables effecting personal life and working life of working women and the ways she can maintain the balance in her life at two fronts.

5. OBJECTIVES OF THE STUDY

- To study the Work-Life Balance among working women in NCR and Agra region. The variables under study are:

  Variables related to Family (spouse relationship, child care and elder care)

  Workplace Variables (working hours, workload and rewards)

  Personal Variables (age, health and hobbies)

  Social Variables (relatives and social groups)
- To compare and contrast Work-Life Balance among working women in NCR and Agra region.
- To recommend strategies for working women to maintain Work-Life Balance.

6. RESEARCH DESIGN AND METHODOLOGY

For the study as the problem is well known which focuses on procurement of in-depth knowledge and the facts will be used to analyze and evaluate the data. So, the research would be descriptive as well as analytical in nature.

6.1. GEOGRAPHICAL AREA

The area of survey shall be NCR and Agra region. For the purpose of research NCR will include Delhi, Gurgaon, Noida and Ghaziabad. The working women are constantly on rise in these regions and they are struggling to strike a balance between their personal and professional life. The study is specific to NCR and Agra region as these areas are undergoing transition of women moving out of their houses to work.

6.2. DATA COLLECTION

The data collection for the proposed research will be based on both primary and secondary data.

a. **Primary data—**Primary Data will be collected from the respondents with the help of self-structured questionnaire and face to face interview.

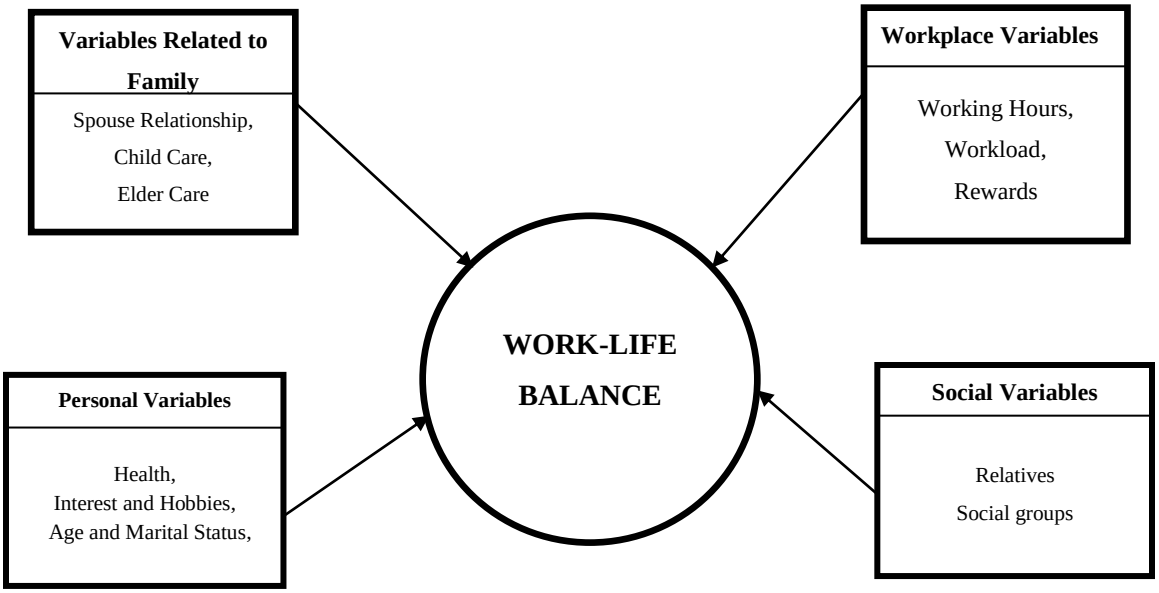
b. **Secondary data—**Secondary Data will be collected from different sources:

- Magazines
- Journals
- Websites
- Books
- Newspapers
- Online resources
- Blogs
- Published and Unpublished source

6.3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

The past studies reflect certain variables which affect the Work-Life Balance of working women. Based on the existing studies, a conceptual framework has been designed to illustrate the key variables affecting the Work-Life Balance among the working women which may be represented as:

FIGURE 1: CONCEPTUAL FRAMEWORK OF THE VARIABLES INFLUENCING WORK-LIFE BALANCE OF WORKING WOMEN



This model categorized variables into-a) variables related to family, b) workplace variables, c) personal variables, and d) social variables which together influence the Work-Life Balance among working women in a certain way.

Variables related to family

In West Husbands are reported to spend 10-15 hours less each week on home and childcare tasks than full-time employed mothers, giving husbands a combined weekly job-home load of 68.92 hours and wives 83.91 hours (Googins and Burden 1987). Past studies have revealed that even though Indian husbands are supportive of their wives' participation in the workforce, they are yet to assume responsibility for sharing domestic chores (Ramu 1989; Wesley, Muthuswamy & Darling 2009). The support of spouse indeed plays a major role in career decisions in present context. So, this can be hypothesized as:

H_1: Lack of Spouse support to working women negatively affects the Work-Life Balance.

Women professionals agree that children's responsibility hinders their ability to advance. They think that they are not able to utilize their full potential and at times they have to make career trade-offs because of the family responsibilities (Buddhapriya). Even in

developed countries in the West, especially in North America, sources of stress for women include role overload from paid work and family work, role conflict, pressures associated with child care and other family care, and aspects of spouse relationships, including dissatisfaction with spouse contribution to family work (Lewis and Cooper 1987; 1988). So, this can be hypothesized as:

H_2: Child care responsibility affects Work-Life Balance negatively.

Men typically engage in more paid work, and women engage in more housework, childcare, and eldercare. Eldercare responsibility somewhere hinders the growth of working women. It is commonly acknowledged that women often choose for part-time work due to the presence of children (in particular young children) and elders in the household. This is due to the fact that in most EU countries women still carry the burden of unpaid household and family work (Fagan & Burchell 2002). So, this can be hypothesized as:

H_3: Elder care responsibility affects Work-Life Balance negatively.

Workplace Variables

Studies have been carried out regarding time management in the western countries, especially those that involve working long hours and its effects on individuals, family as well as organization. (Eastmen 1998; Feldman 2002; Ng et al. 2007) and the result constantly shows there is a relationship between working long hours and the difficulty in balancing work and personal life (Moen and Yu 2000). Doherty (2004) examined Work-Life Balance for women in the hospitality industry and discovered that the principal deterrents to these women from exploring career advancement opportunities are the very long hours and the lack of flexibility. This can be hypothesized as:

H_4: Long working hours affect the Work-Life Balance negatively.

A study on gender differences in workload among professionals has shown that men spent more time in professional work and women more time in childcare and women perceived themselves as responsible for child care activities at home (Bergman et al. 2008). This explains that apart from paid work, female physicians are mainly responsible

for unpaid work at home and thus carried a double workload. With the double workload, the female physicians are more likely to experience conflict between work and family roles. So, this can be hypothesizes as:

H_5: Workload of working women affects their Work-Life Balance negatively.

Compensation and fairness of rewards is generally believed to be hygiene and a basic factor in today's work environment. However that in no way undermines the fact that in a transactional world of give and take it is the most immediate benefit that an employee receives as return for the expertise, effort and experience, they get to the work place (Equity Theory--Adams 1965). A number of studies have examined the relation of fairness of rewards with job satisfaction (Meyer et al. 2000, Ramaswami & Singh 2003) organizational commitment (Griffeth et al. 2000) and turnover intentions (De Coninck & Bachman 2005).

H_6: Rewards have positive impact on Work-Life Balance.

Personal Variables

The Vulnerability Model used framework to explain stressors that affect health problem such as depression and to consider personal dispositions and social situational variables (Dohrenwend & Dohrenwend 1981; Phelan et al. 1991; Rabkin1982). Phelan et al. (1991) expanded this model to explain the relationships between stress and depression in professional and managerial employees. So, this can be hypothesized as:

H_7: Health problems do not have positive impact on Work-Life Balance.

Gordon and Whelan (1998) in his study found that mid aged women have different requirements from young age women employees which organization should consider retaining women employees. Kumari K Thriveni et al. (2012) concluded that there is a significant relationship between the demographic variables like age, gender, marital status, etc. and perception of Work-Life Balance of women employees.

H_8: Age groups & marital status have significant impact on Work-Life Balance.

Dubey et al. (2010) suggest that set aside time each day for an activity that you enjoy, such as waling, working out or listening to music. Unwind after a hectic workday by reading, practicing yoga, or taking a bath or shower and doing things that you would like to do. This can be hypothesized as:

H_9: Interest & Hobbies have positive impact on Work-Life Balance.

Social Variables

On a positive note, the organizational culture has the opportunity to fulfill an employee's sense of belongingness by creating a strong sense of camaraderie by promoting openness, collaboration, friendships and teamwork (SHRM 2010, p. 7). Interpersonal relationships formed in the workplace may also help employees achieve this sense of belonging. Employees may be motivated to become more effective members of an organization if they feel included within a supportive culture, which may explain how certain subcultures begin to form within the larger organization. So, this can be hypothesized:

H_{10}: Healthy relationship with Office colleagues has positive impact on Work-Life Balance.

Leisure, in its companionate and friendship forms through social activities, has been found to provide feelings of social support and decrease sense of loneliness and isolation of individuals (Coleman & Iso-Ahola 1993). Strengthening and expressing the bond of family and friendship are a central aim of much leisure engagement (Cheek & Burch 1976). Therefore, it can be hypothesized as:

H_{11}: Social relationships have positive impact on Work-Life Balance.

6.4. SAMPLE DESIGN:

6.4.1. Sample Size

The population from which sample is to be drawn is infinite in nature. To calculate the sample size from infinite population following formula is used:

$$n = \frac{\sigma^2 * Z^2}{D^2}$$

Here, n = Sample Size

σ = Standard Deviation

Z = Standard normal distribution for 95% confidence level equivalent to 1.96

And, D = Degree of precision desired

In order to obtain a representative and realistic sample size, the results of sample size from three scenarios are compared:

Scenario 1-Estimating a low standard deviation and low degree of precision.

Scenario 2-Estimating a moderate standard deviation and moderate degree of precision.

Scenario 3-Estimating a high standard deviation and high degree of precision.

The results are summarized in table 1:

Table 1: Comparative Analysis Taking Different Values Of σ and D.

Scenario	σ	z	D	n
Scenario 1	0.3	1.96	0.27	4.7427
Scenario 2	0.7	1.96	0.17	65.1343
Scenario 3	1.1	1.96	0.07	948.64
Total				1018.517
Average				339.505

Taking an average of all the three scenarios and considering different values of σ and D, sample size is computed to be 340.

6.4.2. Sampling Technique

The Non-Probability Sampling Techniques like judgmental and convenience sampling will be used for the following reasons:

1. The population is infinite.

2. The study is related to working women and the women being the target audience, the judgment of the researcher will be there to draw the sample from the population of women.

3. The distribution of sample in geographical location is not even. The sample will be drawn as per the convenience from the target audience.

6.4.3. Sample Composition

The sample of respondents (working women) is drawn from:

- Public Sector
- Private sector
- Freelancers-One who works as a writer, designer, performer, or the like, selling work or service by the hour, day, job, etc., rather than working on a regular salary basis for one employer (http://dictionary.reference.com/browse/freelance), will be considered for the purpose of research.
- Women Entrepreneurs-An innovative manager who has decision making responsibility is as much an entrepreneur as the owner of a business (McClelland 1961).

6.5. STATISTICAL TOOLS

On the basis of data collected and the sample size Statistical tools like descriptive statistics, ANOVA (analysis of variance), Z-test, Chi-square test, Correlation, etc. will be used.

7. MANAGERIAL IMPLICATIONS

Women who step outside the socially ascribed roles of wife and mother are experiencing emotional turmoil and stress as they have to manage family and work. The manager should take care of women employees and make some strategies that make them more productive at organization and help in manage their homes as well. Work-Life Balance strategies with regards to matter such as time-based flexibility leave benefits, and interpersonal relationships have the potential to reduce or increase stress on women employees with life responsibilities. The provision of Work-Life Balance strategies can provide a positive and direct impact on women employee decision to remain in an organization. Working women with better Work-Life Balance will contribute more meaningfully towards the organizational growth and success. The adoption of a wide range of Work-Life Balance strategies to deal with a variety of women employee needs and demands will have the potential for significant positive outcomes for the organization. Management would be able to form better policies for women, such that it would reduce or eliminate levels of work-life conflict, and thereby enhance employee performance and organizational effectiveness. Availability of Work-Life Balance

practices has also been related to increased affective commitment and decreased women employees turnover.

8. CHAPTERIZATION

The thesis will contain the following chapters:

Chapter 1–Introduction

Chapter 2–Review of Literature

Chapter 3–Theoretical Orientation

Chapter 4–Research Design and Methodology

Chapter 5–Data Collection and Analysis

Chapter 6–Results and Interpretations

Chapter 7–Conclusions, Managerial Implications and Direction for Future Research

Chapter 8–Bibliography and References

Bibliography

Ahmad, A. (2010). Work-Family Conflict among Junior Physicians: Its Mediating Role in the Relationship between Role Overload and Emotional Exhaustion. *Journal of Social Sciences 6 (2): 265-271*, ISSN 1549-3652.

Bergman B, A. F. (2008). Work Family Balance, Stress and Salivary Cortisol in Men and Women Academic Physicians. *Int. J. Behav. Med., 15: 54-61. doi: 10.1080/10705500701783942.*

Boas Shamir, I. S. (1985). Work-at-Home and the Quality of Working Life. *Academy of Management Review, vol. 10, no. 3*, 455-464.

Buddhapriya, S. (n.d.). Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals. *Vikalpa, vol. 34, no. 1*, 2009.

Burchell, B., & Fagan, C. (2002). Gender, Jobs and Working Conditions in the European Union.

Carlson, J. G. (2007). Conceptualizing Work-Family Balance: Implications for Practice and Research. *SAGE Journals*, pp. 455–471.

Carmen K. Fu, M. A. (2001). The Tug of Work and Family: Direct and Indirect Domain-Specific Determinants of Work-Family Conflict. *Emerald*, pp. 502 - 522.

Caroline Glynn, I. S. (2002). Work/Life Balance: The Role of the Manager Training, vol. 35.

Chandra, V. (2012). Work–Life Balance: Eastern and Western Perspectives. *The International Journal of Human Resource Management, vol. 23, no. 5*, pp. 1040–1056.

Chiu, C. (1998). Do Professional Women Have Lower Job Satisfaction than Professional Men? Lawyers as a Case Study. *Sex Roles*, pp. 521-537.

Clark, A. (1997). Job Satisfaction and Gender. Why are Women so Happy at Work? 341-372.

Coleman, D. I. A. (1993). Leisure and Health: The Role of Social Support and Self-Determination. *Journal of Leisure Research , vol. 25, no. 2*, 111-128.

DeConinck J, B. D. (2005). An Analysis of Turnover among Retail Buyers. *Journal of Business Research,vol: 58*, pp. 874-882.

Deery, M., Jago, L., & Stewart, M. (2008). Work-life Balance in the Tourism Industry: A Case Study.

Doherty, L. (2004). Work-Life Balance Initiatives: Implications for Women. *Emerald, vol. 26 no. 4*, pp. 433-452.

Dohrenwend, B. P., & Shrout, P. E. (1985). Life Stress and Illness: Formulation of the Issues. In Stressful Life Events and their Context. pp. 1-27.

Donald J. Campbell, K. M. (1994). The Effects of Family Responsibilities on the Work Commitment and Job Performance of Non-professional Women. *Journal of Occupational and Organizational Psychology, vol. 67, no. 4*, pp. 283–296.

Eastman, W. (1998). Working for Position: Women, Men, and Managerial Work Hours. *Industrial Relations: A Journal of Economy and Society, vol. 37*, pp. 51-66.

Elizabeth M. O'Laughlin, L. G. (2005). Balancing Parenthood and Academia Work/Family Stress as Influenced by Gender and Tenure Status. *Journal of Family Issues, vol. 26, no. 1*, pp. 79-106.

Employment, D. F. (n.d.). *Creating a Work-life Balance: A Good Practice Guide for Employers.* London: Department for Education and Employment.

Ford M.T, H. B. (2007). Work and Family Satisfaction and Conflict: A Meta-Analysis of Cross-Domain Relations. *Journal of Applied Psychology*.

Frone, M. R. (2003). *Work-Family Balance. Handbook of Occupational Health Psychology.* Washington, DC: American Psychological Association.

Googins, B., & Burden, D. (1987). Vulnerability of Working Parents: Balancing Work and Home Roles. *Social Work, vol. 32, no. 4*, 295-300.

Grusky, M. C. (2004). *Occupational Ghettos: The Worldwide Segregation of Women and Men.* Stanford University Press.

Jeanette N. Cleveland, J. W. (2007). Work and Family Issues in the Hospitality Industry: Perspectives of Entrants, Managers, and Spouses. *Journal of Hospitality & Tourism Research, vol. 31, no. 3*, 275-298.

Jeff Hyman, J. S. (2004). Lacking Balance: Work-Life Employment Practices in the Modern Economy. *Emerald*, pp. 418-429.

Jeffrey H. Greenhaus, K. M. (2003). The Relation Between Work–Family Balance and Quality of Life. *Journal of Vocational Behavior*, pp. 510–531.

Jeffrey R. Edwards, R. P. (2000). On the Nature and Direction of Relationships Between Constructs and Measures . *Psychological Methods, vol. 5, no. 2*, pp. 155-174.

Jeni Mumford, K. L. (2008). *Work-Life Balance for Dummies.* Wiley Publishing Australia Pty Ltd.

Jennifer Redmond, M. V. (2006). *Literature Review of Issues Related to Work-Life Balance, Workplace Culture and Maternity/Childcare Issues.*

Jo Phelana, J. E. (1991). Work Stress, Family Stress and Depression in Professional and Managerial Employees. pp. 999—1012.

Johanna Rantanen, U. K. (2011). Introducing Theoretical Approaches Introducing Theoretical Approaches a New Typology Among Professionals.

kadam, B. S. (2012). Work-Life Balance: Dilemma of Modern Society, A Special Reference to Women Bus Conductor in Maharashtra State Road Transport. *ZENITH International Journal of Business Economics & Management Research, vol. 2*, ISSN: 2249- 8826.

Kumari K Thriveni, D. V. (2012). Impact of Demographic Variables on Work-Life Balance of Women Employees (with Special Reference to Bangalore City). *International Journal of Advances in Management and Economics*, ISSN: 2278-3369.

Luo Lu, R. G. F. T. (2006). A Cross-Cultural Study of Work-Family Demands, Work-Family Conflict and Wellbeing: The Taiwanese vs. the British. *Emerald*, pp. 9–27.

N. Krishna Reddy, M. N. (2010). Work-Life Balance among Married Women Employees. *Indian Journal of Psychological Medicine, vol. 32, no. 2*, pp. 112-118.

Neil H. Cheek, W. R. (1976). *The Social Organization of Leisure in Human Society.*

Okpara, J. O. (2004). Personal Characteristics as Predictors of Job Satisfaction: An Exploratory Study of IT Managers in a Developing Economy. *Emerald*, pp. 327-338.

Panchanatham, R. V. (2011). An Exploratory Study on the Work-Life Balance of Women Entrepreneurs in South India. *Asian Academy of Management Journal, vol. 16, no. 2*, pp. 77-105.

Pillinger, J. (2001). Work-Life Balance: Towards a New Politics of Work and Time.

Rajasekhar, D. (2013). An Impact of Stress Management on Employed Women. *vol. 13*, ISSN: 1930-2940.

Ramu, G. (1987). Indian Husbands: Their Role Perceptions and Performance in Single and Dual-Earner Families. *Journal of Marriage and the Family*.

Rodger W. Griffeth, P. W. (2000). Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium, Journal of Management. *Journal of Management*.

S. Padma, M. S. (2013). Role of Family Support in Balancing Personal and Work-Life of Women Employees. *IJCEM International Journal of Computational Engineering & Management*, ISSN: 2230-7893.

Samuel Aryee, V. L. (1996). Balancing Two Major Parts of Adult Life Experience: Work and Family Identity among Dual-Earner Couples. *SAGE Journals*, pp. 465-487.

Singh, S. (2013). Work-Life Balance: A Literature Review. *Global Journal of Commerce and Management Perspective*, ISSN: 2319–7285.

Singh, S. N. (2003). Antecedents and Consequences of Merit Pay Fairness for Industrial Sales people. *Journal of Marketing*.

Supriti Dubey, R. S. (2010). Work-Life Balance: Can Women be Both Bearer and Manager. *Journal of Engineering, Science and Management Education, vol. 3*, pp. 15-21.

Supriya, N. D. (n.d.). Gender Difference in the Perception of Work-Life Balance.

Suzan N. C. LEWIS, C. L. (1987). Stress in Two Earner Couples and Stage in the Life Cycle. *Journal of Occupational Psychology, vol. 60*, pp. 289-303.

T. S. Santhi, K. S. (2012). A Study on the Work-Life Balance of Women Employees in Information Technology Industry. *ZENITH International Journal of Business Economics & Management Research*, pp. 82-96.

Thomas, K. C. (2013). Work-life balance: A Sociological Study of Women Professionals in Kerala.

Whelan, J. R. (1998). Successful Professional Women in Mid-Life: How Organizations can More Effectively Understand and Respond to the Challenges. *Academy of Management Executive*, 8–27.

Yu, P. M. (2000). Effective Work/Life Strategies: Working Couples, Work Conditions, Gender and Life Quality. *Social Problems, vol. 47*, pp. 291-326.

WEBSITES:

1. (n.d.). Retrieved from google.com
2. (n.d.). Retrieved from wikipedia-the free encyclopedia
3. (n.d.). Retrieved from www.essay.uk.com
4. (n.d.). Retrieved from slideshare.net
5. (n.d.). Retrieved from www.wikianswer.com
6. (n.d.). Retrieved from www.blogspot.com
7. (n.d.). Retrieved from www.hindustantimes.com

Neelni Giri Goswami

Research Scholar

Department of Management

Faculty of Social Sciences

Dr. Shalini Nigam

Associate Professor

Department of Management

Faculty of Social Sciences

Prof. Sanjeev Swami

Dean & Head

Department of Management

Faculty of Social Sciences